MARITIME MEDICAL CARE
INCORPORATED

ANNUAL REPORT

TO
THE MINISTER OF HEALTH
PROVINCE OF NOVA SCOTIA

For The Year Ended
March 31, 1983

THE FIFTEENTH ANNUAL REPORT

of

MARITIME MEDICAL CARE INCORPORATED

to

THE HONOURABLE MINISTER OF HEALTH

respecting the administration of the

Nova Scotia Medical Services Insurance Plan

(M.S.I.)

Introduction

This is the 15th Annual Report of Maritime Medical Care Incorporated to the Honourable Minister of Health respecting the Corporation's performance of its duties and responsibilities as administrators of "M.S.I." (Nova Scotia Medical Services Insurance). The report covers the twelve-month period ended March 31, 1983, and includes appropriate comparative data from previous reporting periods.

Maritime Medical Care Incorporated is a private, non-profit, voluntary health plan with Head Office in Halifax, Nova Scotia. It was founded in 1948 under the provisions of Chapter 197 of the Acts of Nova Scotia. In July 1967, the Corporation entered into an agreement with the Minister of Health to participate in the design and to administer the province's proposed medical care insurance plan. The agreement also permitted the Corporation to continue as a private health plan offering supplementary programs to the general public for services not covered by the government programs. After a year and a half of planning the province's medicare plan, "M.S.I." began operations on April 1st, 1969.

Over the past 15 years as the government has expanded the M.S.I. program to include certain insured dental, optometric and pharmaceutical services, the corporation has borrowed from it's extensive private health plan experience in these fields to provide efficient administrative services from

the date of implementation of each new program, which has resulted in a smooth transition of each new benefit from the private to the public sector. In addition to it's M.S.I. duties the Corporation also renders claims processing services for some aspects of the Hospital Insurance Plan and the Department of Social Services Prescription Drug Programs.

The Corporation continues to actively compete in the private sector with a view to providing as many Nova Scotians as possible with comprehensive supplementary health insurance programs at cost for those services not available through the government programs. In doing so Maritime Medical Care provides employment for 232 Nova Scotians while building a base of experience which will undoubtedly benefit the government as it proceeds with future expansions of public programs under M.S.I.

Corporate Duties and Responsibilities

The Corporation's present duties and responsibilities under M.S.I. include:

- The registration of all "recipients" and "providers" of insured services.
- The provision of all communications with recipients and providers respecting their entitlement and responsibilities under the various M.S.I. programs.
- The receipt, assessment and payment of all M.S.I. claims for insured services in accordance with established tariffs approved by the Health Services & Insurance Commission.
- The operation and development of appropriate review and audit processes for verifying M.S.I. eligibility and benefit payments.
- The design of all systems and procedures related to the performance of its administrative functions.
- The development, maintenance and analysis of statistics pertaining to all aspects of the M.S.I. Plan.
- The provision of administrative staff support and counsel for various Committees of the Health Services & Insurance Commission.
- The preparation of reports for the Minister of Health, the Health Services & Insurance Commission and its committees on the operation

of the various M.S.I. programs including recommendations for their improvement.

- Consultation with the Health Services & Insurance Commission in the design, development, implementation and operation of new M.S.I. programs.
- Such other assignments as the Minister of Health or the Commission may from time to time request.

Content of Report

Maritime Medical Care has prepared detailed statistical reports on all aspects of the M.S.I. operation for the Health Services & Insurance Commission. A number of these reports will be included in the Commission's Annual Report to the Minister. The M.M.C. report will not duplicate data which normally appears in the Commission report, except where such information may be indicative of the scope of activities and level of performance of the Corporation as the M.S.I. plan administrator.

Financial

The Corporation is pleased to submit herewith as Appendix "A" our final statement of costs incurred in the administration of the M.S.I. program for the fiscal year ended March 31, 1983.

In the year under review our administrative expense, expressed as a percent of the total of all benefits paid by M.S.I., dropped from last year's low of 3.6% to 3.3% which is the lowest ratio since the plan's inception.

Performance Indicators

Table *I* sets out the levels of performance achieved by M.M.C. staff, using certain indicators to represent productivity levels and unit costs for the past five years. For comparative purposes the table covers M.S.I. claims only and omits claims processed by M.M.C. staff for the Department of Social Services Pharmacare and Diabetic Assistance programs which have not been in operation for all of the five years reported.

TABLE I

Maritime Medical Care Inc. Administrative Expense Indicators

	1978-79	1979-80	1980-81	1981-82	1982-83
Administrative Expense Per Claim Processed	$0.63	$0.67	$0.72	$0.80	$0.81
Claims Processed Per Employee	26,394	27,290	28,390	28,599	31,585
Administrative Expense As A Percent of Total Benefits Paid	3.9%	3.8%	3.8%	3.6%	3.3%

M.M.C. - M.S.I. Staff Distribution

Table II reflects the changes in the number of persons on staff at M.M.C. for the past five years including the year under review. Staff reductions during the year occurred mainly in the claims processing and registration functions of the Corporation.

The Corporation's staff processed 627,000 more MSI claims than in the previous year in addition to 192,000 claims transactions for the new Pharmacare program for the Disabled and Diabetic Assistance which is administered for the Department of Social Services through the Health Services & Insurance Commission.

TABLE II

Maritime Medical Care Incorporated Employees

	Employees Working Full Time On		Employees With Dual Responsibilities	Total
	M.S.I.	M.M.C.		
March 31, 1979	141	25	69	235
March 31, 1980	134	26	77	237
March 31, 1981	130	27	78	235
March 31, 1982	138	28	78	244
March 31, 1983	131	24	77	232

Claims Volume

Claims volume continued to increase during the year. The following table shows total claims processed for all services insured under M.S.I. during the past five years.

TABLE III
Total Claims Processed
(In thousands)

Fiscal Year	Processed
1978-79	5,543
1979-80	5,758
1980-81	5,962
1981-82	6,069
1982-83	6,696

Patient Utilization of Benefits

It is estimated that 838,000 Nova Scotians were eligible for the Medical, Dental-Surgical and Optometric benefits of M.S.I. Of this number, 207,200 were also eligible for the Children's Dental Plan and 96,000 were eligible for the M.S.I. Pharmacare Plan. A summary showing the average number of persons eligible during the year and those utilizing benefits in each of the plans is shown in Table IV.

TABLE IV
Utilization of M.S.I. Benefits

	Persons Eligible	Persons Utilizing Benefits	
		Number	Percent
Medical	838,000	739,000	88.2
Optometric	838,000	92,200	11.0
Dental Surgical	838,000	7,700	0.9
Children's Dental	207,200	114,400	55.2
MSI Pharmacare	96,000	87,600	91.3
Cystic Fibrosis	127	127	100.0
Cleft Palate	628	397	63.2

Claims Assessment, Audit and Review

One of M.M.C.'s major administrative functions is the assessment, audit and utilization review of all M.S.I. claims. The vast majority of this work is performed by M.M.C. staff which includes medical, dental and pharmaceutical consultants.

M.M.C. also avails itself of professional counsel from members of the Medical Society of Nova Scotia and the Nova Scotia Dental Association pertaining to the review of difficult or unusual claims through its Medical and Dental Claims Evaluation Committees.

The Corporation continued with its claims audit program by seeking patient verification of a random selection of paid Medical, Dental and Optometric claims and has applied other appropriate audit techniques to Pharmacare claims which included on-site audits of the prescription records of M.S.I. beneficiaries in 163 pharmacies. Audits resulted in $15,308 being recovered from 40 pharmacies on behalf of M.S.I. When audit programs identify irregularities they are reported to the appropriate Review Committees and the Health Services & Insurance Commission.

Maritime Medical Care provides all research, investigative, legal and other administrative staff support for M.S.I.'s professional review committees.

The Medical Review Committee is responsible to the Corporation's Board of Directors for monitoring all activities relating to the provision of insured services by physicians and the utilization of physicians' services by patients. During the fiscal year under review, the Committee examined the practice profiles of 189 physicians, 26 of which received more detailed examination including personal interview of the physician or written request for explanations of profile deviations. The medical services at 22 nursing homes were also examined in detail resulting in considerable modifications to billing practices in these institutions.

The Medical Review Committee reported that there were no cases referred to the Health Services & Insurance Commission which could have resulted in due inquiries being conducted. Post audit activities of the Corporate staff and the Committee resulted in recoveries totalling $135,572. The sum of $100,000 was recovered from one physician.

The Pharmacy Review Committee was similarly active in monitoring the activities of pharmacies and dispensing physicians and the utilization of the Pharmacare benefits by eligible residents. The Committee also reviews and recommends to the Commission necessary changes of insured medications. The Committee conducted special reviews of activites of 163 pharmacies, one of which was referred to the Commission for due inquiry and resulted in a temporary suspension of the pharmacy's participation privileges under M.S.I. Efforts continued to increase the number of pharmacy audits so that each store is seen not less frequently than annually.

The Dental Review Committee spent most of its time during the year studying the practice profiles of dentists as well as reviewing professional and patient utilization of the various M.S.I. dental plans. There were 6 special cases considered by the Committee during the year. All cases were satisfactorily resolved.

All optometrists were interviewed during the year by staff visitations. Billing irregularities were identified and resolved with M.S.I. funds being recovered where appropriate.

With the co-operation of the Worker's Compensation Board, we receive copies of all physicians' claims which have been approved for payment by the Board. An internal process has been developed by M.M.C. to check these paid claims against the M.S.I. patient history to ensure that M.S.I. is not being charged for services which are the responsibility of the Worker's Compensation Board. The application of this claims audit technique in the past year resulted in recoveries for M.S.I. totalling $227,000.

Public Relations

The Corporation's best opportunity for improving public understanding of M.S.I. is through the processing of inquiries received in Halifax and the M.S.I. Branch Offices in Sydney and New Glasgow.

24,000 people visited the Halifax Office on matters relating to M.S.I. 39,000 telephone enquiries including 8,200 toll free calls and 17,000 letters were also received. Total enquiries during the year actually declined by 12,000 over the previous year.

M.S.I. Branch Offices showed an increase in activity during the year. The New Glasgow and Sydney offices handled 89,000 enquiries, an increase of 18.9% over the previous year.

Professional Relations

Maritime Medical Care's responsibilities and activities in the field of professional relations have increased as the services of new professional groups are added to the benefits of M.S.I.

Regular information seminars for the providers of insured health services and their staffs continue to be an effective means of communication.

M.M.C. receives invitations to all Branch Medical Society meetings and some regional Dental and Pharmacy Association meetings. M.S.I. matters of current interest are discussed and questions answered.

Periodic visits by M.M.C. personnel to providers of insured services and the issue of special bulletins and newsletters are also part of our professional relations program.

Systems and Computer Services Division Department of Government Services

The Corporation continues to work in close co-operation with this Department who provide all computing services for the public programs administered by M.M.C. Government cost constraint measures arrested progress toward improved physician claims

processing systems and a much needed revision to the M.S.I. Resident Master File which is used to verify the eligibility of residents for the many M.S.I. benefit plans.

At year end a special Task Force of M.M.C. and S.C.S. senior personnel was struck and is actively studying the economic aspects of the major system changes required. The Task Force are hopeful that a report can be prepared for the Management Board setting out the desired level of improvements required as well as possible alternatives including cost estimates which will permit a start to be made this year.

The Corporation is satisfied with the services provided by the Systems & Computer Services Division during the year which have modified existing computer programs to accommodate the many changes which have occurred in Commission payment tariffs for providers' claims as well as benefit changes.

Liasion with Health Services & Insurance Commission

The Corporation continues to work closely with the Health Services & Insurance Commission, its Committees and staff, and are most appreciative of the co-operation and support received from all persons involved.

M.M.C. Organization

Five seats are available for ministerial appointments to the Board of Directors of the Corporation. The current appointees are identified along with their terms of office in the list of officers and directors set out in Appendix "B".

Attached as Appendix "C" is an Organization Chart of Maritime Medical Care setting out the Board's Committees and the Corporation's administrative structure during the year under review.

M.S.I. Programs

Following are the programs currently administered by M.M.C. as part of the M.S.I. program including implementation dates.

Medical Care	April 1, 1969
Dental Surgical	April 1, 1969
Children's Dental Plan	July 1, 1974
Pharmacare	October 1, 1974
Cystic Fibrosis (Drugs)	October 1, 1976
Severe Mental Retardation (In-Hospital Dentistry)	January 1, 1977
Cleft Palate Dentistry	December 1, 1977
Diabetes Insipidus (Drugs)	December 1, 1978
Prosthetic Appliances	January 1, 1981

In addition to its M.S.I. responsibilities the Corporation provides claims assessment and payment services for insured out-patient hospital services received by eligible Nova Scotians while temporarily out of the province. These services are provided under the direction of the Hospital Insurance Division of the Department of Health. The Corporation also assumed the claims administrative process for the Department of Social Services' Prescription Drug Program for the Disabled on September 1, 1981 and added the Diabetic Assistance drug claims to this program on September 1, 1982.

Acknowledgements

The Corporation wishes to acknowledge the assistance and the co-operation it has received in the performance of its M.S.I. duties and responsibilities from:

The Department of Health
The Health Services & Insurance Commission
The Medical Society of Nova Scotia
The Pharmacy Association of Nova Scotia
The Nova Scotia Dental Association
The Nova Scotia Optometric Association
The Nova Scotia Pharmaceutical Society
The Systems and Computer Services Division
Department of Government Services
The Worker's Compensation Board

Respectfully submitted,

MARITIME MEDICAL CARE INCORPORATED

D. A. MacFadyen, M.D.
President

Table 1

MSI Expenditure 1982-83

	Expenditure	Percent of Total
Physicians Services	$125,510,329	75.5
Prescription Drugs	26,848,173	16.1
Dentistry	11,939,131	7.2
Optometric	1,744,594	1.0
Prosthetic Services	303,376	0.2
TOTAL	$166,345,603	100.0

Data in this table and the tables that follow are based on date of payment rather than date of service. Amounts reported may vary slightly from accounting totals due to methods of processing data.

Table 2

Five Year Comparison of Selected MSI Statistics

	1978-79	1979-80	1980-81	1981-82	1982-83
Insured Population (000)	824	827	831	834	838
Physicians Paid	1,266	1,307	1,320	1,386	1,430
Dentists Paid	256	272	286	288	304
Optometrists Paid	41	43	44	45	50
Pharmacies Paid	190	197	203	202	210
Total MSI Payments[1] (000)	$89,511	$100,637	$114,353	$134,200	$166,346
Claims Processed (000)	5,543	5,758	5,962	6,069	6,696
Total Insured Services (000)	7,033	7,315	7,539	7,804	8,474
Expenditure Per Insured Person	$108.63	$121.69	$137.61	$160.91	$198.50
Administrative Expense (000)	$3,467	$3,856	$4,299	$4,852	$5,407
Administrative Expense As percent of Amount Paid	3.9%	3.8%	3.8%	3.6%	3.3%

1. MSI payments include all amounts paid during the year for insured services. Certain recoveries have not been deducted from this total. In 1982-83 these included an amount of $558,064 for out-of-province out-patient diagnostic services, which was transferred to the Department of Health.

Table 3

Growth of MSI Plans

1978-79 to 1982-83

	Physicians Services & Dental Surgical[1]			Optometric Services			Children's & Special Dental Plans[2]			Prescription Drugs[3]		
	Insured	Beneficiaries	Paid Per Insured	Insured	Beneficiaries	Paid Per Insured	Insured	Beneficiaries	Paid Per Insured	Insured	Beneficiaries	Paid Per Insured
1978-79	824,000	712,500	$ 87.35	824,000	70,800	$1.17	158,200	68,800	$25.97	85,100	77,700	$146.38
1979-80	827,000	722,000	96.23	827,000	75,800	1.37	171,100	78,800	30.67	88,100	80,400	168.41
1980-81	831,000	722,000	107.31	831,000	80,200	1.44	183,300	88,600	35.97	91,100	83,100	190.94
1981-82	834,000	726,000	123.59	834,000	81,200	1.67	195,200	101,800	43.54	94,100	85,400	223.03
1982-83	838,000	739,000	151.45	838,000	92,200	2.08	207,800	114,800	50.68	96,100	87,700	279.38

NOTE: Estimates of insured persons are as of October 1 each year.

1. Physicians services and dental-surgical services were the initial MSI plans introduced in 1969, and were cost-shared with the federal government prior to April 1977. In Tables 5 and 6 physicians services and dental-surgical services are shown separately.

2. The Children's Dental Plan was implemented July 1974 and covers children born since January 1, 1967. Children at the School For The Blind are covered regardless of age. Other dental plans include persons who are severely mentally retarded, or who have a cleft palate. These plans were implemented in 1977.

3. Prescription drug coverage was implemented in October 1974 for persons over 65 years of age. Persons who suffer from cystic fibrosis became insured in 1976. Drugs for the treatment of diabetes insipidus became insured in 1978.

Table 4

MSI Fee-For-Service Payments 1982-83

Number of Providers by County[1]

County	Physicians[2] Services	Dentists Services	Optometrists Services	Prescription[3] Drugs
Annapolis	20	6	3	6
Antigonish	34	7	-	4
Cape Breton	152	34	9	30
Colchester	48	17	3	9
Cumberland	38	8	1	12
Digby	25	5	1	7
Guysborough	12	1	-	5
Halifax	738	153	15	82
Hants	40	8	1	12
Inverness	18	6	1	8
Kings	85	20	4	11
Lunenburg	57	14	6	10
Pictou	57	12	4	18
Queens	10	4	1	3
Richmond	8	1	-	2
Shelburne	15	1	-	5
Victoria	7	2	-	3
Yarmouth	43	5	1	7
NOVA SCOTIA	1,407	304	50	234

1. County refers to the counties in which providers rendering insured services were located as of March 31, 1983.

2. Does not include 23 salaried physicians who performed insured services for which institutions employing them were reimbursed.

3. Includes 210 pharmacies and 24 other providers.

Table 5
MSI Payments for Physicians Services
Services and Amounts Paid
1978-79 to 1982-83

Services[1]

	Services	Services Per Insured Person	Percent Change Per Insured Person
1978-79	5,166,747	6.27	2.8
1979-80	5,326,961	6.44	2.7
1980-81	5,420,233	6.52	1.2
1981-82	5,565,010	6.67	2.3
1982-83	6,005,572	7.17	7.5

Amount Paid[2]

	Total Paid	Paid Per Insured Person	Percent Change Per Insured Person
1978-79	$71,091,416	$86.28	8.8
1979-80	78,558,897	94.99	10.1
1980-81	88,133,112	106.06	11.7
1981-82	101,879,798	122.16	15.2
1982-83	125,510,329	149.77	22.1

1. Services include fee-for-service only.

2. Includes payments to hospitals and institutions with respect to insured services performed by salaried physicians, as well as fee-for-service payments.

Table 6

MSI Payments for Dental Surgical Services

Services and Amounts Paid

1978-79 to 1982-83

	Services	Paid	Paid Per Insured Person	Percent Change Amount Paid Per Insured Person
1978-79	19,073	$ 884,610	$1.07	30.5
1979-80	20,900	1,027,322	1.24	15.9
1980-81	20,979	1,039,092	1.25	0.8
1981-82	21,355	1,189,970	1.43	14.4
1982-83	22,569	1,408,524	1.68	17.5

Table 7

MSI Payments for Children's and Special Dental Plans[1]

	Services	Paid	Paid Per Insured Person	Percent Change Amount Paid Per Insured Person
1978-79	298,561	$ 4,108,579	$25.97	25.6
1979-80	343,421	5,247,701	30.67	18.1
1980-81	388,148	6,592,696	35.97	17.3
1981-82	449,803	8,500,881	43.54	21.0
1982-83	507,725	10,530,607	50.68	16.4

1. Special dental plans include persons who have a cleft palate, persons who are severely mentally retarded and persons at the School For The Blind born prior to 1967. Amounts paid in 1982-83 were $202,169, $16,652 and $620 respectively.

Table 8

MSI Payments for Optometric Services

1978-79 to 1982-83

	Services	Paid	Paid Per Insured Person	Percent Change Amount Paid Per Insured Person
1978-79	71,802	$ 966,688	$1.17	8.3
1979-80	76,805	1,134,005	1.37	17.1
1980-81	80,174	1,193,647	1.44	5.1
1981-82	82,206	1,396,144	1.67	15.6
1982-83	94,750	1,744,594	2.08	24.6

Table 9

MSI Payments for Prescription Drugs

1978-79 to 1982-83

Prescriptions

	Prescriptions Dispensed	Prescriptions Per Insured Person	% Change Per Insured
1978-79	1,476,416	17.3	2.4
1979-80	1,547,304	17.6	1.8
1980-81	1,630,138	17.9	1.7
1981-82	1,686,070	17.9	-
1982-83	1,843,015	19.2	7.0

Amounts Paid[1]

	Amount Paid	Paid Per Insured Person	% Change Per Insured
1978-79	$12,456,748	$146.38	15.4
1979-80	14,668,935	168.41	15.0
1980-81	17,394,425	190.94	13.4
1981-82	20,990,958	223.03	16.8
1982-83	26,848,173	279.67	25.4

1. Amount paid includes the MSI Pharmacare Plan for persons over 65, introduced in 1974, the Cystic Fibrosis Plan, introduced in 1976 and the Diabetes Insipidus Plan, introduced in 1978. During 1982-83 payments for Cystic Fibrosis and Diabetes Insipidus Plans were $270,844 and $36,374 respectively. Payments under the Cystic Fibrosis and Diabetes Insipidus Plans are made monthly to one provider and therefore the number of prescriptions shown above does not include prescriptions dispensed under these plans.

Table 10

MSI Billing Above Tariff Reported

1978-79 to 1982-83

	Physicians		Dentists		Optometrists	
	Billed (000)	% of Fee-For-Service	Billed (000)	% of Fee-For-Service	Billed (000)	% of Fee-For-Service
1978-79	$1,390	2.1%	$227	4.5%	$136	14.1%
1979-80	2,416	3.3	294	4.7	182	16.1
1980-81	2,813	3.4	330	4.3	185	15.5
1981-82	3,130	3.3	364	3.8	216	15.5
1982-83	3,475	2.9	436	3.7	278	16.0

MARITIME MEDICAL CARE INCORPORATED
Administrative Costs
For The Year Ended March 31, 1983

	PUBLIC			PRIVATE			TOTAL		
	Month Of Mar.	Year To Date		Month Of Mar.	Year To Date		Month of Mar.	Year To Date	
	Actual	Actual	Estimated	Actual	Actual	Estimated	Actual	Actual	Estimated
DIRECT VARIABLE EXPENSES									
Salaries - Direct Process.	$109,936	$1,455,961	$1,486,400	$ 21,985	$282,543	$321,200	$131,921	$1,738,504	$1,807,600
Staff - Overtime	-	3,981	10,100	-	873	6,300	-	4,854	16,400
- Part-time	2,452	39,990	28,000	747	14,165	6,200	3,199	54,065	34,200
Data Process. Supplies	3,368	40,396	32,200	263	4,865	4,500	3,631	45,261	36,700
Office Supplies	2,830	25,398	26,000	426	4,321	4,300	3,256	29,719	30,300
Printing & Stationery	5,491	133,588	105,300	5,367	40,124	28,800	10,858	173,712	134,100
Postage	219	1,664	1,400	-	96	600	219	1,760	2,000
Computer Services Rental	24,816	384,271	446,200	-	-	-	24,816	384,271	446,200
Employee Fringe Benefits	5,041	66,837	60,800	1,009	12,982	13,100	6,050	79,819	73,900
Cartage	496	2,366	400	-	15	-	496	2,381	400
	154,649	2,154,362	2,196,800	29,797	359,984	385,000	184,446	2,514,346	2,581,800
MIXED EXPENSES									
Unemployment Insurance	4,258	42,075	45,500	682	7,437	11,300	4,940	49,512	56,800
Canada Pension Plan	2,638	30,431	32,500	408	5,610	7,900	3,046	36,041	40,400
M.M.C. Pension Plan	7,205	94,227	88,500	1,093	15,746	21,000	8,298	109,973	109,500
	14,101	166,733	166,500	2,183	28,793	40,200	16,284	195,526	206,700

APPENDIX A

Administrative Costs
For The Year Ended
March 31, 1983

	PUBLIC			PRIVATE			TOTAL		
	Month Of Mar.	Year To Date		Month Of Mar.	Year To Date		Month Of Mar.	Year To Date	
	Actual	Actual	Estimated	Actual	Actual	Estimated	Actual	Actual	Estimated
DIRECT PERIOD EXPENSES									
Salaries - Executive	$ 19,562	$ 299,211	$ 266,800	$ 2,852	$ 57,166	$ 71,300	$ 22,414	$ 356,377	$ 338,100
- Supervisory	24,203	319,752	351,200	-	-	-	24,203	319,752	351,200
- Sect. & Cler.	9,901	120,969	122,100	-	14,165	30,200	9,901	135,134	152,300
- Sales	-	-	-	-	15,993	80,500	-	15,993	80,500
Sanitary Supplies & Clean.	78	560	700	-	25	200	78	585	900
Maintenance & Repairs	1,708	6,896	8,600	(6,060)	2,040	2,500	(4,352)	8,936	11,100
Light & Power	87	699	600	-	4	-	87	703	600
Telecommunications	3,784	70,306	54,100	1,187	8,585	9,400	4,971	78,891	63,500
Travelling	2,444	18,817	15,400	198	4,971	20,800	2,642	23,788	36,200
Professional Services	2,656	18,340	31,700	1,226	90,075	20,000	3,882	108,415	51,700
Staff Training	-	784	2,500	-	1,103	1,000	-	1,887	3,500
Advertising & Promotion	11,997	17,907	11,200	6,496	29,855	35,000	18,493	47,762	46,200
Dues & Subscriptions	485	2,091	2,800	2,199	8,956	11,100	2,684	11,047	13,900
Bank Charges	545	6,208	3,800	1	3,904	-	546	10,112	3,800
Brokerage Commissions	-	-	-	2,552	18,088	25,000	2,552	18,088	25,000
Miscellaneous Expenses	14	1,065	2,100	45	249	-	59	1,314	2,100
Committee Expenses	(195)	6,431	9,500	-	-	-	(195)	6,431	9,500
Meetings Expense	129	14,981	8,400	153	3,276	1,600	282	18,257	10,000
General Insurance	203	2,439	2,700	27	512	600	230	2,951	3,300
Business Taxes	46	468	1,000	-	293	-	46	761	1,000
Equipment Rental	-	54	-	-	-	-	-	54	-
Office Rental	875	2,269	7,200	488	5,254	4,700	1,363	7,523	11,900
Interest Cost on New Fac.	1,347	16,162	17,000	-	-	-	1,347	16,162	17,000
Depreciation	522	8,851	8,200	1,829	3,385	1,200	2,351	12,236	9,400
Employee Fringe Benefits	2,458	33,978	30,200	131	4,012	7,400	2,589	37,990	37,600
	82,849	969,238	957,800	13,324	271,911	322,500	96,173	1,241,149	1,280,300

Administrative Costs
For The Year Ended
March 31, 1983

	PUBLIC			PRIVATE			TOTAL		
	Month Of Mar.	Year To Date		Month Of Mar.	Year To Date		Month Of Mar.	Year To Date	
	Actual	Actual	Estimated	Actual	Actual	Estimated	Actual	Actual	Estimated
ALLOCATED COSTS									
Accounting Services	$ 12,744	$ 145,785	$ 153,400	$ 1,629	$ 24,869	$ 29,900	$ 14,373	$ 170,654	$ 183,300
Office Services	10,723	107,735	108,400	1,892	19,593	20,800	12,615	127,328	129,200
Personnel Services	3,874	47,930	45,400	274	7,348	9,700	4,148	55,278	55,100
Programming	257	20,476	25,800	2,016	20,570	23,000	2,273	41,046	48,800
Data Recording	73,744	951,385	935,400	3,592	51,295	55,000	77,336	1,002,680	990,400
Data Processing	985	15,067	21,500	1,566	23,446	33,500	2,551	38,513	55,000
Unit Record Services	4,843	47,098	34,200	-	-	-	4,843	47,098	34,200
General Management	23,899	246,544	235,400	3,792	44,157	51,400	27,691	290,701	286,800
Cafeteria	937	14,876	9,900	52	2,404	2,000	989	17,280	11,900
Building Occupancy	13,328	112,207	122,800	2,212	18,619	19,700	15,540	130,826	142,500
Systems & Procedures	8,681	101,896	100,300	-	-	-	8,681	101,896	100,300
Printing Services	5,088	42,073	40,900	534	5,793	4,800	5,622	47,866	45,700
Mail Services	19,326	191,925	214,500	5,075	39,917	40,900	24,401	231,842	255,400
Microfilm Services	8,621	71,379	71,300	-	-	-	8,621	71,379	71,300
	187,050	2,116,376	2,119,200	22,634	258,011	290,700	209,684	2,374,387	2,409,900
GRAND TOTALS	$438,649	$5,406,709	$5,440,300	$ 67,938	$918,699	$1,038,400	$506,587	$6,325,408	$6,478,700
		85.5%	84.0%		14.5%	16.0%		100.0%	100.0%

APPENDIX "B"

MARITIME MEDICAL CARE INCORPORATED 1982

Board of Directors	Branch Medical Society	Term
Dr. W.H. Lenco Queens County Hospital LIVERPOOL, N.S. BOT 1KO	Lunenburg - Queens	1982-85
Dr. A.A. Brand P.O. Box 1717 ANTIGONISH, N.S. B2G 2M5	Antigonish - Guysborough	1980-83
Dr. A. Burden Medical Center SPRINGHILL, N.S. BOM 1XO	Cumberland	1982-85
Dr. P.D. Jackson 1280 Kings Road SYDNEY, N.S.	Cape Breton	1981-84
Dr. R.J. Fraser Musquodoboit Harbour Nova Scotia BOJ 2LO	Eastern Shore	1981-84
Dr. P.H. Jeffrey P.O. Box 1000 SHELBURNE, N.S. BOT 1WO	Shelburne	1981-84
Dr. A.N. Lamplugh 176 Portland Street DARTMOUTH, N.S. B2Y 1J3	Dartmouth	1980-83
Dr. D.A. MacFadyen 199 Willow Street TRURO, N.S. B2N 4Z9	Colchester	1981-84

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Board of Directors	Branch Medical Society	Term
Dr. B.D. Byrne Neuroradiology Dept. V.G. Hospital HALIFAX, N.S.	Halifax	1981-84
Dr. J.M. O'Brien P.O. Box 735 ANTIGONISH, N.S.	Antigonish	1981-85
Dr. D.L. Davison Box 9 WOLFVILLE, N.S.	Valley	1981-83
Dr. A. Ibrahim 17 Duncan Street GLACE BAY, N.S. B1A 2L6	Cape Breton	1981-83
Dr. E.G. Whitman Westville Medical Clinic WESTVILLE, N.S. BOK 2AO	Pictou	1981-84
Dr. C.R. Wyman Yarmouth Medical Clinic 615 Main Street YARMOUTH,N.S.	Western	1980-83
Dr. J.C. Aucoin P.O. Box 127 CHETICAMP, N.S.	Inverness/Victoria	1980-85
Dr. C.M. Childs Sunnyside Plaza BEDFORD, N.S. B4A 1E7	Bedford	1981-85

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Board of Directors	Governor-In-Council	Term
Mrs. Alice Baker 112 Symonds Street DARTMOUTH, N.S. B3A 3M4		1981-83
Mr. George Beals 101 Commercial Street MIDDLETON, N.S.		1981-83
Mr. Leonard Goucher 7153 Royal Pine Avenue HALIFAX, N.S. B3L 2G3		1980-84
Mr. James E. Cochran 26 Oakhill Drive ROCKINGHAM, N.S.		1980-84
	Deputy Minister of Health	
Dr. Harris Miller Deputy Minister of Health P.O. Box 488 HALIFAX, N.S. B3J 2R5		
	N.S. Pharmaceutical Society	
Mr. Ross MacDonald Pinedale Park Pharmacy Site 15, Box 23 R.R. #4 ARMDALE, N.S. B3L 1A4		1981-84
Mr. Arthur MacKinnon Campbell's Pharmacy Ltd. Main Street WESTVILLE, N.S. BOK 2AO		1979-85

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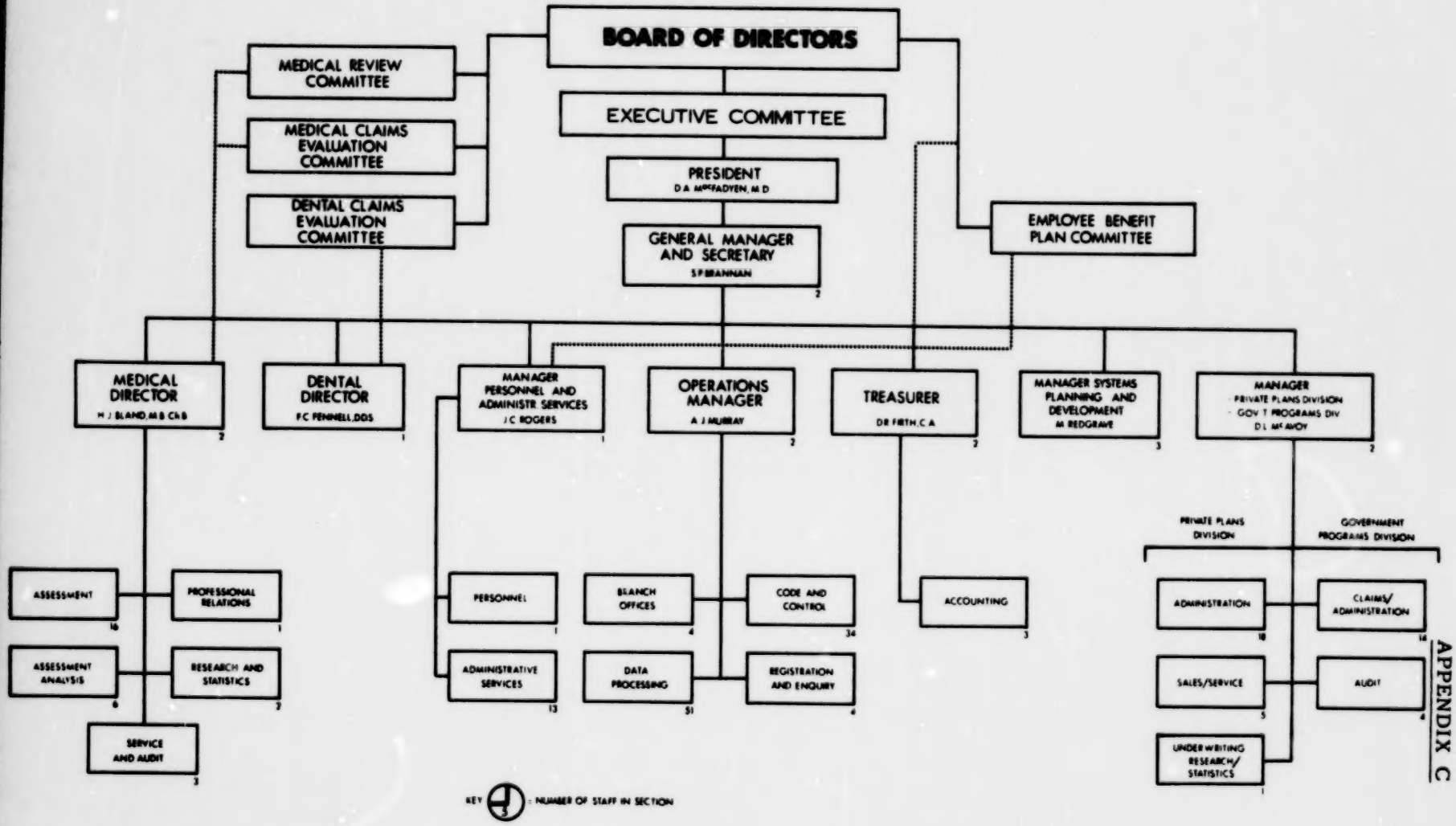
	N.S. Pharmaceutical Society	**Term**
Miss Bertha Etter Elmsdale Pharmacy ELMSDALE, N.S. BON 1MO		1980-83
	Dental Representation	
Dr. Mary Hurst P.O. Box 1595 ANTIGONISH, N.S.		1981-83
Dr. Doug A. Eisner 6503 Jubilee Road HALIFAX, N.S. B3H 2H5		1980-85
Dr. R.J. Deveau 2 Huntington Street YARMOUTH, N.S. B5A 2R9		1980-84
	Subscriber Representatives	
Mr. Murray Fahie Executive Assistant N.S. Teacher's Union 106 Dutch Village Road HALIFAX, N.S. B3L 4G1		1979-85
Mr. Harold Curry 7 Sumac Lane HALIFAX, N.S.		1980-83
	Observers	
Mr. Clemm Larsen P.O. Box 760 HALIFAX, N.S. B3J 2V2	Health Services & Insurance Commission	
Mr. D.D. Peacocke Executive Secretary Medical Society of N.S. Young Tower - Suite 305 Young Street HALIFAX, N.S. B3K 5L2		
Dr. V.M. Hayes 106 Victoria Street East AMHERST, N.S. B4H 1X8	Medical Society of Nova Scotia	

MARITIME MEDICAL CARE, INCORPORATED

ORGANIZATION CHART

March 31, 1983



APPENDIX C

POOR

QUALITY

ORIGINAL